



# **ETA Recognition of Excellence 2006**



U.S. Department of Labor  
Employment and Training Administration





I am pleased to congratulate all of the 2006 honorees in our third annual Recognition of Excellence and to acknowledge all who submitted applications for this year's recognition. It is gratifying to know that we have so many outstanding projects and creative initiatives in the public workforce investment system. Indeed, it appears from the quantity and quality of applications that our honorees are only a small representation of the important work being done throughout the country.

Recognition of Excellence 2006 is our signature process to honor projects or initiatives that have gone beyond expectations in demonstrating quality performance and successful partnerships. In the new global economy, talent development is a key factor in every business' and nation's economic competitiveness. These honorees represent the highest levels of resourcefulness and innovation that the Employment and Training Administration (ETA) looks for in a demand- and talent-driven workforce investment system. The honorees have displayed innovation; collaboration; admirable performance outcomes; linkages to business, education and community needs; and program replicability in the following categories:

1. Educating America's 21<sup>st</sup> Century Workforce;
2. Building an Industry/Business-Driven Workforce Investment System;
3. e<sup>3</sup> Partnerships;
4. Recognizing Special Populations in the Workforce; and
5. Serving Out-of-School Youth.

Our honorees will be announced during the Workforce Innovations 2006 conference in Anaheim, California on July 11-13, 2006. I hope all conference attendees will take the time to learn more about the winners. We have added new and exciting opportunities for them to share their success stories. This year, the winners will be presenting in "Quick Takes" and will be available in the Recognition of Excellence Park on the exhibit floor. For the first time, participants from each winning program have been invited to share their success story at the "Faces of Success" Town Hall. Be sure to take advantage of these opportunities to learn more about our winners and take home this copy of the Recognition of Excellence 2006 brochure to share and read about the honorees and their initiatives.

Again, congratulations to our 2006 honorees! I look forward to hearing from more of you in next year's Recognition of Excellence process.

Best Wishes,

Emily Stover DeRocco

# TABLE OF CONTENTS

ETA Recognition of Excellence Overview .....	2
Educating America's 21 <sup>st</sup> Century Workforce .....	4
Building an Industry/Business-Driven Workforce Investment System.....	6
Recognizing Special Populations in the Workforce .....	8
Serving Out-of-School Youth .....	10
e <sup>3</sup> Partnerships (Employment, Education, and Economic Development) .....	12
Acknowledgements .....	15
Conference Highlights Schedule .....	Inside Back Cover



# ETA RECOGNITION OF



The Employment and Training Administration (ETA) is proud to sponsor the third annual Recognition of Excellence (ROE 2006)! This process, established by Assistant Secretary Emily Stover DeRocco in 2004, honors highly successful programs, projects and initiatives funded by ETA or entities partnering with ETA-funded programs. The key attributes of honored programs, projects or initiatives are: innovation; collaboration; positive performance outcomes; linkages to business, occupations in demand, economic development and community services; and replicability. Through the Recognition of Excellence, ETA seeks to acknowledge high levels of success in local programs, projects and initiatives, and facilitate the distribution and replication of promising practices about our demand- and talent-driven activities throughout the workforce investment system.

The focus categories reflect the themes and priorities of ETA in addressing the needs of the American workforce and the economy which are globalization and talent development. In this global economy of today, talent development is a key factor in every business' and nation's economic competitiveness. Talent development is the driving force too in the workforce investment system. This year over 80 applications were submitted that reflected these emerging priorities. The applications underwent a two phase review and evaluation process involving ETA staff and system stakeholders such as the National Governors Association as well as vetting prior to final selection.

The categories for recognition are:

## ***Educating America's 21st Century Workforce***

This category recognizes organizations that have developed new and effective strategies to educate and prepare our workforce for the economic and demographic changes and challenges that lie ahead in the global marketplace.

## ***Building an Industry/Business-Driven Workforce Investment System***

To succeed in today's global economy, we must maintain and expand upon our market-driven focus, simultaneously responding to business' existing needs and preparing a skilled workforce for further job growth and evolution. Organizations honored in this category have built the capacity to respond effectively to the needs of businesses, employers, workers and job seekers by maintaining a market-driven focus.

## ***Recognizing Special Populations in the Workforce***

The organizations in this category are recognized for projects, programs or initiatives that effectively serve special populations in the workforce – populations with unique characteristics and barriers to employment. Populations that in the global economy of the future will be critical to the nation's continued competitiveness. Honorees demonstrated admirable results ensuring that jobseekers are adequately prepared to secure and retain employment.

# EXCELLENCE OVERVIEW

## *Serving Out-of-School Youth*

This category recognizes organizations that addressed education, training and hiring challenges to serving out-of-school youth by employing innovative techniques and actively collaborating with business, industry and other essential partners to develop successful workforce solutions.

## *e<sup>3</sup> Partnerships*

The honorees of this category are organizations that demonstrate sustained partnerships among three critical workforce investment partners – employment, education and economic development – and have been successful in preparing: (1) job seekers for employment; (2) incumbent workers for jobs with upward career mobility; and (3) entrepreneurs to create, sustain and expand their businesses in their communities. ETA refers to this combination as the “Power of e<sup>3</sup>.”

---

## **Read on to Learn More About the Honorees!**

This brochure provides more information about the Recognition of Excellence 2006 winners and their outstanding programs, projects and initiatives that are on the “road to excellence.” You will also find information for contacting someone first hand to discuss the road map they followed to achieve their success. Take a brochure home with you and take a few moments to read through these pages, and share it with a colleague.

---

## ***HAPPY ANNIVERSARY!***

ETA would like to take this opportunity to extend congratulations to the Federal Bonding Program sponsored by the Department of Labor, Employment and Training Agency for its 40 years of service! Since 1966, this program has provided a unique job placement tool for job applicants facing barriers to employment such as: ex-offenders and people who have poor personal credit, lack of work history, and individuals who were dishonorably discharged from the military.  
Congratulations, Federal Bonding Program!

*See ROE calendar of activities at Workforce Innovations 2006 on inside back cover.*



# *Educating America's 21<sup>st</sup> Century Workforce*

## WINNER

### OHIO UNIVERSITY-CHILlicothe/Berger Collaborative Nursing Outreach Program Circleville, OH

*"Flexibility for the non-traditional student paves the way to beneficial results."*

**The Destination:** In rural areas across the nation, there is a great need for nursing graduates to meet the needs of local hospitals. Berger Health System, located in a rural, high growth area in Pickaway County, Ohio, had been fighting a losing battle of attracting nursing graduates to their community hospital. The hospital has to compete for registered nurses with large, tertiary hospitals only 30 minutes away. In response to this mounting demand for nurses to staff a growing healthcare need and system, Ohio University-Chillicothe and Berger Health System teamed up to create an associate degree nursing program to address the shortage.

**The Directions:** In the fall of 2002, discussions began with Ohio University-Chillicothe to develop a nursing school in the local area to attract workers for the community hospital. Less than six months later, a nursing school was in place as a result of the collaboration with Ohio University-Chillicothe and Circleville High School. The university offered the classroom education and the high school offered the lab classes during after-school hours. A close relationship between the community hospital and the nursing school allowed the nursing school to take advantage of the hospital's resources and double its nursing student capacity by conducting classes on-site at the hospital.

The nursing school also worked to attract non-traditional students, such as persons with families, transportation challenges, long disengagements from school, and working students. The school was able to accommodate non-traditional students by creating a three-year model for the two-year associate degree in nursing and giving students the ability to balance school, work, and family. The program also offered support for the non-traditional student with a "transitional period" where ongoing mentoring and support were provided to help students adjust to their new academic environment. The program also allowed the non-traditional students to have flexible hours for attending nursing classes.

In the partnership agreement between the Ohio University-Chillicothe and the Berger Health System, Berger supplied a library, classrooms, a program coordinator, access to a Masters prepared education director, a tuition reimbursement program, a part-time clerical support staff, and clinical rotations on units to the extent possible. The hospital also provided a professorship chair, while Ohio University-Chillicothe contributed administrative support for the academic program.

**The End Point:** The new associate degree nursing program reached capacity in its first year and maintained an 86% student retention rate, exceeding that of many local and national benchmarks. The program also demonstrated the ability to create the loyalty needed by the community hospital to help fill the growing vacancies. From the first class of 19 students, 16 of the graduates were hired by the local community hospital. In June, seven more students should graduate. Plans are currently underway to develop a baccalaureate program in nursing, a high school feeder program as well as other enhancements.

#### **For more information, contact:**

**Mrs. Suzanne H. Welker, Corporate Vice President**

##### **Human Resources**

Berger Health System  
600 N. Pickaway Street  
Circleville, OH 43113

**T:** (740) 420-8343

**F:** (740) 420-8652

**E-mail:** [suzanne.welker@bergerhealth.com](mailto:suzanne.welker@bergerhealth.com)

**Mrs. Nicole L. Esker**

600 N. Pickaway Street  
Circleville, OH 43113

**T:** (740) 420-8343

**F:** (740) 420-8652

**E-mail:** [nichole.esker@bergerhealth.com](mailto:nichole.esker@bergerhealth.com)



# Educating America's 21<sup>st</sup> Century Workforce

## HONORABLE MENTION

### NATIONAL CENTER FOR THE BIOTECHNOLOGY WORKFORCE – WINSTON-SALEM, NC

*“Charting the way to careers in the biotechnology sector.”*

**The Destination:** Biotechnology and the growing demand for a well-trained Biotechnology workforce are areas of increasing concern in the United States. The National Center for Biotechnology Workforce (NCBW) is a strong advocate for American preeminence in the high-growth biotech sector. The goal of this project is to upgrade the skills of incumbents in the biotechnology profession and to interest more young people in pursuing a biotechnology career.

**The Directions:** Forsyth Tech Community College and four other community colleges from around the nation, partnered to establish a National Center for the Biotechnology Workforce. Each college focuses on a different and specific aspect of biotechnology training. For example, Forsyth Tech Community College focuses on training in the Research and Development area; Bellevue Community College focuses on developing biomedical informatics skill standards and curricula for community and technical colleges; New Hampshire Community Technical College trains community and four year college faculty and high school teachers in hands on biotechnology. The other community colleges are Indian Hills Community College that provides training in Agricultural Bio-processing and Renewable Fuels; and Mira Costa Community College provides theoretical and practical biotechnology experience for students to fill jobs in the 500 biotech companies in the area.

The center also created a pathway to career opportunities in biotechnology with a two-year associate degree in applied science in Biotechnology. New Hampshire Community Technical College (NHCTC) trained community college, four year college, and high school faculty in hands on biotechnology. The project has embraced the use of the latest technology such as 3-D computer visualization, while continually working to provide as many hands on opportunities as possible.

**The End Point:** Through this national program, over 400 students have earned college degrees in biotechnology fields; over 680 incumbent workers have benefited from additional training; and many middle and high school students have been exposed to this new and emerging field. Another outcome of this program is the development of a highly replicable registered apprenticeship program in bio-manufacturing. The “pilot” apprentice is in the second year of training and four new apprentices began in the fall of 2005. Expanded training has enabled 90% of graduates to have new biotechnology jobs.

**For more information, contact:**

**Mr. Russ H. Read, Executive Director**  
Forsyth Technical Community College  
2100 Silas Creek Parkway  
Winston-Salem, NC 27103  
**T:** (336) 734-7651  
**F:** (336) 734-7444  
**E-mail:** rread@forsythtech.edu

**Dr. Lucas Shallua**  
2100 Silas Creek Parkway  
Winston-Salem, NC 27103  
**T:** (336) 734-7575  
**F:** (336) 734-7444  
**E-mail:** lshallua@forsythtech.edu



## HONORABLE MENTION

### NEW AMERICANS IN NURSING – MIAMI, FL

*“Transforming under utilized skills into exciting new careers.”*

**The Destination:** There is a significant number of foreign-educated doctors working in low paying jobs in the area. Because of financial, academic, language or other obstacles, these foreign-educated physicians were not able to obtain the necessary medical board certifications to pursue their medical careers in the United States. The goal of this project is to address the local nursing shortage by tapping into this underutilized source of medical skills and knowledge to quickly educate and produce more registered nurses for the health care system.

**The Directions:** The New Americans in Nursing (NAIN) program was created so that ex-doctors would be transformed into much needed critical care nurses for south Florida. The main objective of the NAIN program was to successfully develop, implement, and replicate a nursing education and placement program for underemployed, foreign-educated physicians living in the United States, but not practicing medicine. The typical student at NAIN is different from students at other baccalaureate nursing programs. NAIN students are typically older, full-time workers, and the primary salary earner in the family. In response to this distinction, NAIN designed a fast-track baccalaureate nursing education curriculum around the needs of their full-time working students. NAIN students are able to receive their Bachelor of Science degree in Nursing in one-and-a-half years as opposed to the traditional 4 year track. Classes, including English as a Second Language, are held in the evenings and clinicals on the weekends to accommodate the participant's work schedules.

In Florida, where minorities make up 32% of the population, only 18% of the nurses in the state are minorities. NAIN's graduates are helping to bridge the need for more diversity in the health care profession.

**The End Point:** Since NAIN's inception in May 2002, 230 students have been served in the program. More than 100 graduates from the first three classes are working as Registered Nurses in south Florida hospitals this year. The passage rate on the National Council of Licensure Examination for Registered Nurses (NCLEX-RN) ranges from 98 to 100% for the different class cohorts. This rate is considerably higher than the 92% average for all Florida state nursing schools and the national passage rates. Since NAIN was the first program of its kind, the program has received significant attention from prominent media outlets ranging from National Public Radio to the BBC World News. Currently, more than 1000 candidates are applying to the program.

**For more information, contact:**

**Dr. Divina Grossman, Dean**  
Florida International University School of Nursing  
11200 SW 8<sup>th</sup> Street  
UP Campus, HLSII, 4<sup>th</sup> Floor  
Miami, FL 33199  
**T:** 305-348-7726  
**F:** 305-348-7766  
**E-mail:** grossman@fiu.edu

**Ms. Mary Sudasassi**  
888-S. Andrews Avenue, Suite 301  
Fort Lauderdale, FL 33316  
**T:** 954-764-6011  
**F:** 954-764-6012  
**E-mail:** ms@haberandquinn.com





# *Building an Industry/Business-Driven Workforce Investment System*

## WINNER

REGIONAL NURSE SUPPORT (RNS)  
SACRAMENTO, CA

*“Fulfilling a growing need in the healthcare industry while opening doors to a great career.”*

**The Destination:** California is facing a critical shortage of nurses in local health facilities. In the Sacramento region specifically, 657 new nurses would need to graduate each year to meet the nursing workforce needs. Due to the inadequacy of the local nursing schools, only half of the number of nurses needed graduate each year. The main goal of the Regional Nurse Support (RNS) is to recruit, train and retain qualified licensed nurses to reduce the critical labor shortages facing the local healthcare facilities in the region.

**The Directions:** Regional Nurse Support (RNS) uses a strong eight-county regional partnership with a service-oriented delivery system located in One-Stop Career Centers. RNS seeks out those who want to increase their skills such as: incumbent healthcare workers, returning nurses, low-income workers and the unemployed. With the help of education partners, RNS is expanding the capacity to add nursing slots by contracting with healthcare companies. Healthcare partners provide referrals for incumbent workers and labor organizations provide career counseling and support. As a result, RNS has been able to accomplish its goal of increasing the number of nursing graduates in the region.

RNS has utilized several innovative approaches to accomplish their goal of producing more nursing graduates. One approach that RNS has taken that has proved particularly successful is the targeting of incumbent workers at the major hospitals in the Sacramento region. These incumbent workers occupy the new nursing education slots created by RNS and receive support services to ensure their successful completion. Another inventive approach taken by RNS is the creation of the Sacramento Works Healthcare Career Centers that focus specifically on the needs of the healthcare industry. The two centers are meeting the needs of individuals seeking healthcare career information and employment profiles.

Local Workforce Investment Boards (WIBs) in Sacramento and surrounding counties have collaborated with healthcare employers, education entities, faith-based organizations, labor and professional organizations to address the region's healthcare needs. RNS has been closely collaborating with the Sacramento region's Healthcare Workforce Collaborative (HWC). HWC shares the same goals as RNS, such as increasing the number of Registered Nurses in the region and decreasing the vacancy rates of healthcare workers. After several meetings between the two organizations, they now have a career ladder mobility support system through which all benefit.

**The End Point:** RNS's performance outcomes consistently exceeded their projected results. In particular, the average wage of students was much higher than estimated. The average wage for the first quarter graduates was \$61,318, exceeding the proposed earnings by \$28,100. The dropout rate was also surprisingly low. With nursing schools typically in the state and region having an attrition rate of 30%, RNS's rate was only 7%. Most importantly, ninety-five (95) new nursing slots were developed by RNS, increasing significantly the quantity and capacity to train and retrain new nurses year after year.

### **For more information, contact:**

**Ms. Cindy L. Sherwood-Green, Manager**  
Sacramento Employment and Training Agency  
925 Del Paso Blvd.  
Sacramento, CA 951815  
**T:** (916) 263-3857  
**F:** (916) 263-4139  
**E-mail:** cindysg@delpaso.seta.net

**Ms. Kathy Kossick**  
925 Del Paso Blvd.  
Sacramento, CA 951815  
**T:** (916) 263-3810  
**F:** (916) 263-3825  
**E-mail:** kathy@delpaso.seta.net



Sacramento  
Employment and  
Training  
Agency



SACRAMENTO  
WORKS, INC.

*Your Workforce Resource*



# Building an Industry/Business Driven Workforce Investment System

## HONORABLE MENTION

### BUSINESS ENHANCEMENT SERVICES AND TRAINING (BEST) – HILLSDALE, MI

*“Collaboration that leads to positive results.”*

**The Destination:** The goal for South Central Michigan Works! and its Business Enhancement Services and Training (BEST) project is to recruit, develop, and keep skilled workers in Hillsdale County and the surrounding areas.

**The Directions:** The BEST model fosters collaboration with workforce, education and economic development partners. Many of the services that aid in the development of skilled workers with this project came through the One-Stop Service Centers in Hillsdale, Jackson, and Lenawee Counties. To provide for the specific skills training sought by regional employers, manufacturers were teamed up with educational institutions and workforce development agencies to create a demand-driven workforce development process.

South Central Michigan Works! has been recognized for demonstrating “out of the box” thinking in two critical fields: manufacturing and healthcare. In manufacturing, the BEST project created the Academy of Manufacturing Careers. This academy was the result of a collaboration between regional institutions and workforce development agencies to provide the necessary skills training for manufacturing careers. In healthcare, South Central Michigan Works! recognized the need for recruitment and retention of direct care workers. In response to this need, a program was created that would provide pre-training reality orientations to prospective Certified Nursing applicants. Such training would give prospective applicants realistic expectations before having to commit training dollars and enhance their successful completion rate.

**The End Point:** The BEST model has helped South Central Michigan Works! to serve 265 new employees over a two-year period. For the 2004-2005 program year, 231 incumbents were trained for 23 participating companies. For program year 2005-2006, 14 companies have been approved for training 156 of their employees. After failing 60% of the performance goals for the previous three years, program year 2004-2005 signaled the beginning of an upswing with 16 performance measures exceeded!

**For more information, contact:**

**Mrs. Christine Quinn, President**  
South Central Michigan Works!  
310 W. Bacon Street  
Hillsdale, MI 49242  
T: (517) 437-0990  
F: (517) 439-4388  
E-mail: cquinn@scmw.org

**Mr. Jim Lautenschleger**  
419 S. Washington Square, Suite 300  
Lansing, MI 48933  
T: (269) 501-1486  
F: (517) 372-0787  
E-mail: jlauten@allegan.net



## HONORABLE MENTION

### SKILLS ENHANCEMENT TRAINING ALLIANCE (SETA) – DALLAS, TX

*“Creating a more competitive workforce with customized training.”*

**The Destination:** WorkSource for Dallas County and Dallas County Community College District set out to respond to the employer-expressed need for more highly skilled workers. To create this more demand driven focus, the Skills Enhancement Training Alliance (SETA) collaborated with employers to develop training programs that specifically responded to the skills needed in the Dallas area.

**The Directions:** SETA's approach was employer-focused, meaning that the Dallas County Community College contacted employers to determine the needs of the businesses in the area and then developed customized curricula. SETA provided the opportunity for the community college to actively engage employers while providing unique opportunities to expand the workforce. Other goals included enhancing the skill levels and increasing job retention of current employees, and overall expanding the industry growth base of the Dallas County area.

A key part of the SETA project was their use of a customized curricula for each of the eight participating employers. The college met with each of the participating companies to learn what training needs would facilitate the development and productivity of their employees. Another goal was to prepare employees for personal advancement and anticipated growth opportunities within the company. Examples of the types of customized training provided to participants were computer skills training, leadership skills development and organizational improvement programs. Between April 19, 2004 and June 30, 2005, over fifty-four customized training programs were offered for the eight companies.

**The End Point:** This project met or exceeded all outcome requirements. SETA trained 560 new and current workers, representing 391 more than the 181 current workers initially planned. Others goals met were:

- 77% of participants received a promotion;
- 88% of participants received a wage increase;
- 98% of participants demonstrated an increase in productivity; and
- 98% of the jobs held by participants were retained.

**For more information, contact:**

**Ms. Laurie Bouillion Larrea, Executive Director**  
WorkSource for Dallas County  
1201 Main Street, Suite 2700  
Dallas, TX 75202  
T: (214) 290-1000  
E-mail: wbdpres@sbcglobal.net

**Ms. Connie Martinez**  
1201 Main Street, Suite 2700  
Dallas, TX 75202  
T: 214-290-1000  
E-mail: connie.martinez@twc.state.tx.us



**El Centro College**

DALLAS COUNTY COMMUNITY COLLEGE DISTRICT

Bill J. Priest Campus



## *Recognizing Special Populations in the Workforce*

### WINNER

#### PROJECT EMPOWERMENT PLUS (PE+) WASHINGTON, D.C.

*“Empowerment plus support is the right road to a life of freedom and success.”*

**The Destination:** The U. S. Department of Justice reports that more than 7,000 D. C. residents are incarcerated and approximately 2000 return to the city each year. Project Empowerment Plus (PE+) grew out of the community’s awareness of the need to address the lack of social and economic skills and anchors available to ex-offenders transitioning from incarceration to law abiding, contributing members of society. The project works to minimize recidivism by offering ex-offenders full access to the resources and services they need to have a more stable life of freedom in the community.

**The Directions:** Project Empowerment Plus is a U.S. Department of Justice-funded, workforce development re-entry program under the oversight of the District of Columbia’s Workforce Investment Council and coordinated through the D.C. Department of Employment Services. The program serves high-risk and serious violent youth and juvenile offenders (14-17 years of age) and adult felons (18-35 years of age) who have been released from prison within the past 12 months.

Unlike many traditional job readiness programs that begin by assessing employment needs, PE+ adopted a holistic approach for assessing all needs required for ex-offenders to rebuild their lives and restore their families. The base model for PE+ incorporates a wrap-around human and supportive service structure that addresses the basic life needs of ex-offenders, including: access to housing, transportation, health insurance, medical treatment, counseling, peer mentoring, job development, job placement and reunification with families.

The major factors contributing to the success of the project have been the caring, committed staff of PE+ and the strong partnerships developed with 22 local government agencies and numerous private sector, community-based and faith-based organizations. These partnerships have allowed participants to receive suitable clothing for interviews and work, proper identification cards, substance abuse counseling and treatment, money management workshops through a local bank, and financial and application preparation assistance for post-secondary education opportunities.

**The End Point:** When PE+ began in 2004, its enrollment exceeded the planned enrollment of 205 by 22% with 250 participants. Of that number, 138 entered into employment with an average hourly wage of \$10.66, 62% higher than the District’s minimum wage of \$6.60 per hour. More than 57% of the participants who entered into subsidized employment have now moved into unsubsidized jobs. Sixteen participants are entering the University of the District of Columbia; 12 have been hired by the D. C. Department of Public Works as Sanitation Workers and one has been hired by PE+ as a Job Coach.

#### **For more information, contact:**

##### **Ms. Noel Meekins, Director**

Office of Project Empowerment and  
Transitional Employment Services  
D.C. Department of Employment Services  
625 H Street, NE  
Washington, D.C. 20002  
**T:** 202-698-3470  
**F:** 202-698-5501  
**E-mail:** Noel.meekins@dc.gov

##### **Ms. Diana Johnson**

64 New York Avenue, NE  
Washington, D.C. 20002  
**T:** 202-671-1904  
**F:** 202-673-6774  
**E-mail:** diana.johnson@dc.gov





## Recognizing Special Populations in the Workforce

### HONORABLE MENTION

#### SCHOOL AT WORK (SAW) – BUILDING A CAREER LADDER IN HEALTHCARE (BCLH) – LOUISVILLE, KY

*“Education is the path to higher paying jobs in healthcare.”*

**The Destination:** The program vision was to reconnect thousands of motivated adults and incumbent workers who were employed in low-wage jobs to the education process and to the job advancement opportunities in healthcare that come with increased education.

**The Directions:** School at Work (SAW) is the career development system developed by Catalyst Learning Company (CLC) for incumbent workers seeking career advancement within the healthcare industry. The program vision was accomplished through integration with the Public Workforce System (PWS), employers and community colleges. It is also an employer-based system that provides training and career planning for entry-level employees at hospitals through an integrated instruction program offered over the Internet, through workbooks and from DVDs that are on-site at the hospitals.

The Building a Career Ladder in Healthcare (BCLH) curriculum and assessment process were developed by the Anne Arundel Community College of Arnold, MD to be implemented at the hospital by a site coach (hospital educator) with support from human resources staff. The typical SAW student profile was: Female (83%), 30-49 years of age with a high school diploma, but who has been away from a structured learning environment for 10-20 years (96%); and racial/ethnic minorities (66%). The most common areas of employment were: Patient Care Aide/Tech, Emergency Room Tech, Respiratory Therapy Tech, Operating Room Tech, Nursing Assistant/CNA, Team Leader/Supervisor, Maintenance Tech, Medical Secretary, Unit Secretary, Outpatient Registrar, Purchasing Associate, and Medical Records Clerk. To recruit participants, the program scheduled representatives from the community colleges to go to worksites and make presentations about local healthcare certificate and degree programs.

**The End Point:** A total of 1,615 incumbent workers in entry-level healthcare positions were served in several locations nationally. Within 90 days of completion, 17 percent of participants had moved on to better jobs and 33 percent had enrolled in programs to continue their education. The dropout rate for SAW participants was between 4 and 22 percent, lower than for other employees in the hospitals.

**For more information, contact:**

**Ms. M. Lynn Fischer, CEO**  
Catalyst Learning  
310 West Liberty Street, Suite 403  
Louisville, KY 40202  
T: (502) 584-7337  
F: (502) 584-7334  
E-mail: lfischer@catalystlearning.com

**Ms. Carol Gilstrap**  
310 West Liberty Street, Suite 403  
Louisville, KY 40202  
T: (502) 584-7337  
F: (502) 584-7334  
E-mail: cgilstrap@catalystlearning.com



### HONORABLE MENTION

#### THRESHOLD PROJECT – INDIANAPOLIS, IN

*“For homeless persons, a job is the beginning of recovery.”*

**The Destination:** Homelessness is expensive. Communities and taxpayers spend more for people to be homeless than to house them. Homeless people use the highest cost, crisis-driven public systems: emergency rooms, hospital psychiatric beds, detoxification centers, residential treatment programs, and jails. This places a huge burden on health care, mental health, addiction and correction facilities. The goal of the city of Indianapolis is to end homelessness in ten years.

**The Directions:** This project is one of the initiatives designed to connect homeless services systems with disability, employment, and housing systems in a manner that allows chronically homeless individuals with mental health and substance abuse disabilities to achieve self-sufficiency. The program has been able to successfully leverage workforce investment system resources, especially increased access to One-Stop services for this special population. The project is innovative in that it focuses first on the assets and abilities of the individuals rather than their disabilities. Threshold seeks to build self-esteem and hope for homeless individuals to help them achieve and maintain employment, utilize employment consultants to link participant's assets to employers' needs, and demands and then negotiate potential placement opportunities. Threshold also offers an integrated support team (participant, employment consultant, case manager, other professionals as needed, friends and family members). An effective Participant Association, composed of program participants, meets monthly to discuss programmatic and housing issues, celebrate participant successes and keep participants accountable to recovery and employment goals.

**The End Point:** Threshold in Indianapolis served 64 homeless persons, 22 persons more than the goal of 42. The entered employment rate was 67%; six month retention rate was 35%; and the three months retention rate was 58%. Ninety percent of the persons employed received wages higher than minimum wage. The housing retention rate is 72 percent and the total rent collected increased by 74 percent in an 8 month period.

**For more information, contact:**

**Ms. Carolyn Brown, Director**  
Indianapolis Private Industry Council  
151 North Delaware Street  
Indianapolis, IN 46204  
T: (317) 684-2221  
E-mail: cbrown@pic.org

**Mr. Rob Richardson**  
3606 Balsam Avenue, Suite 102  
Indianapolis, IN 46205  
T: (317) 684-2326  
E-mail: rrichardson@pic.org



## *Serving Out-of-School Youth*

### WINNER

#### YOUTH ACHIEVEMENT PROGRAM (YAP) DECATUR, GA

*“Truant youth find new opportunities for life and career success.”*

**The Destination:** More than 6,000 students (6.9%) drop-out of schools in DeKalb County each year. A significant number of these drop-outs get into trouble with the criminal justice system. Thirty-two percent of the youths served by the Youth Achievement Program (YAP) are offenders from either the juvenile or criminal justice system. Thus, the goal of YAP is to reduce the number of youth who become involved with the criminal justice system and assist ex-offenders to become productive citizens and strong, responsible adults.

**The Directions:** DeKalb County's Youth Achievement Program is a comprehensive year-round program serving 125 out-of-school youths who were previously or are currently involved with the juvenile or criminal justice system or at-risk of becoming involved with the system. YAP participants are often from the foster care system and students expelled from school. YAP seeks to enable youth to complete their education and engage in a comprehensive array of wrap-around services to help them become well-rounded individuals.

YAP is co-located with the DeKalb One-Stop Center. The relationship with the One-Stop allows access to case management, leadership development, pre-employment, job readiness and customer service training, GED preparation, job placement and supportive services from one convenient location. The relationship with the courts offers youth classes in programs such as: Anger Management, Family Building, Girl Scouts, Money Smart, Substance Use Prevention and Education, and Thinking for a Change, a cognitive behavioral modification workshop. In addition, YAP has established relationships with employers such as the CVS/pharmacy that provide employment opportunities; faith based organizations that provide referrals and counseling support; community organizations such as the YMCA; and a host of other organizational and programmatic collaborations.

YAP is run by a team of experienced staff members who love working with youth. In addition, YAP offers a variety of incentives and social activities to keep the youth involved and committed to the program such as: peer-to-peer tutoring, team-building and recognition celebrations, participation in community service projects, and bonuses for successful completion of specific activities.

**The End Point:** YAP's performance outcomes consistently exceed federal standards in skill attainment, GED attainment, retention and entered employment rates as shown below.

Younger Youth – Skill Attainment Rate	89.3%
Younger Youth Diploma or GED Attainment Rate	88.8%
Younger Youth Retention Rate	100%
Older Youth Credential Rate	100%

**For more information, contact:**

**Ms. Keisha M. Jones, Director**

DeKalb County Juvenile Court  
Youth Achievement Program  
320 Church Street  
Decatur, GA 30030

**T:** (404) 687-3487

**F:** (404) 687-3500

**E-mail:** kmjones@co.dekalb.ga.us

**Ms. Gloria G. Leslie**

3631 Camp Circle  
Decatur, GA 30032

**T:** (404) 294-2394

**F:** (678) 409-4184

**E-mail:** ggleslie@co.dekalb.ga.us





## Serving Out-of-School Youth

### HONORABLE MENTION

#### PHARMACY TECHNICIAN PROGRAM FOR AT-RISK, OUT-OF-SCHOOL YOUTH – HARFORD, CT

*“Education and work: helping youth to turn their lives around.”*

**The Destination:** The goal of this program is to take some of the most needy out-of-school youth from idleness to employment in a high-demand, high-paying job and responsible adulthood.

**The Directions:** The Pharmacy Technician Training Program is a 3 years old program operated by the Urban League of Greater Hartford for at-risk out-of-school youth. The program targets 18-21 years old youth characterized by learning barriers, homelessness, pregnancy and parenthood. Following an initial assessment, eligible participants enter a training program that consists of 90 hours of evening Pharmaceutical training. This training is followed by 10 weeks of job readiness, customer service and Math and Reading remediation. Successful completers end up with an employment portfolio that includes: cover letter, resume, references, grade evaluation; and a Certificate of Completion. High achieving students, those with 95% attendance and an 80% GPA, receive a 6-week internship at one of four major pharmacies in the area. Many go on to get jobs with these and other employers. But all get actual work experience.

Many of the completers who are hired by the pharmacies receive tuition-free college education in pharmacy or related areas or take the National certification examination. While in training, the youth receive support services in housing, health, mental health and substance abuse through the One-Stop.

**The End Point:** Successes for this program include: 8 graduates who have passed the National Pharmacy Technician Certification Exam and now earn between \$11 and \$13 per hour; 2 graduates who work in hospital pharmacies making \$30 to \$33,000 per year; and 2 graduates who are enrolled in Pharmacy School. The program has an average placement rate of 76 percent. Most of all, many of the participants have turned their lives around – they have jobs, cars, homes and futures.

**For more information, contact:**

**Mr. Jim Boucher, Director**

Capital Workforce Partners

One Union Place

Hartford, CT 06001

T: (860) 522-1111

F: (860) 722-2486

E-mail: [jboucher@capitalworkforce.org](mailto:jboucher@capitalworkforce.org)

**Ms. Jackie McGravey**

One Union Place

Hartford, CT 06001

T: (860) 522-1111

F: (860) 722-2486

E-mail: [jmcgravey@capitalworkforce.org](mailto:jmcgravey@capitalworkforce.org)



### HONORABLE MENTION

#### PROJECT CEO – DALLAS, TX

*“Project CEO puts youth in the driver’s seat to employment.”*

**The Destination:** The goal of Project CEO is to place at risk out-of-school youth in Dallas County into jobs immediately. Project CEO is designed to make the youths the chief executive officer of their lives.

**The Directions:** Project CEO, an Arbor Employment and Training model for out-of-school youth, encourages immediate work placement for the most in need out-of-school youth. From the start, Project CEO identifies the industry and employers with whom they will match their participants from the five high-growth/high-demand areas that were identified by WorkSource, the Dallas County One-Stop. For participants, Project CEO features an initial 20 hours intensive training program to demonstrate professional behaviors and dress as well as training in five focus areas: Project Sales and Marketing, Project Human Resources, Labor Market and Finance, Project Leadership and Project Promotion. Once this training is completed, the participants go through specific training courses identified by the employers. When both phases are completed, participants are guaranteed an interview with one of the targeted employers.

During the training phase, an employment portfolio is developed, mock interviews are conducted and supportive services are provided to each training participant. Several youth are competitively selected to serve on the Youth Voice Marketing Group that provides guidance on the program design.

**The End Point:** Project CEO has achieved an 83 percent entered employment rate; a \$3,183.31 earnings rate versus the goal of \$3,000; 80 percent retention rate with over 57 percent attaining a youth credential. In youth customer and employer customer satisfaction, Project CEO’s rates are 3.8 and 3.5 respectively out of a maximum score of 4.0.

**For more information, contact:**

**Ms. Laurie Larrea, President**

WorkSource for Dallas County

1201 Main Street, Suite 2700

Dallas, TX 75202

T: (214) 290-1000

E-mail: [wbdpres@sbcglobal.net](mailto:wbdpres@sbcglobal.net)

**Ms. Connie Martinez**

1201 Main Street, Suite 2700

Dallas, TX 75202

T: (214) 290-1008

E-mail: [connie.martinez@twc.state.tx.us](mailto:connie.martinez@twc.state.tx.us)



## *e<sup>3</sup> Partnerships*

### WINNER

#### TECHREACH – ALBUQUERQUE ALBUQUERQUE, NM

*“TechReach creates a fast track for moving into economic independence.”*

**The Destination:** Albuquerque faced a serious economic dilemma: an aging skilled population and a high level of unemployed low-skilled workers colliding with a shift from a service-based economy to a technology-based high-growth industry. Economic forecasts predicted a 20 percent increase in the demand for highly skilled workers over the next 10 years. The goal of TechReach was to provide a source of work-ready, qualified job candidates to fill the needs of local employers, particularly Honeywell, a global technology and manufacturing company.

**The Directions:** The TechReach collaboration consisted of Workforce Connection (employment), Albuquerque Economic Development (economic development), Technical Vocational Institute (education) and employer representatives such as Honeywell and the Business Leadership Network. Together with all of the partners, an employer-driven, fast track, entry-level, technology-enabled training, certification and placement initiative targeting a diverse group of participants was created. Four (4) cycles of training have been completed.

Participants who come from diverse groups such as veterans, persons with disabilities, dislocated workers and at-risk youth, enter a 5-week customized technical training program. In addition to technical training, participants receive soft-skills training to help eliminate barriers to employment in areas such as communication, workplace dress, employer expectations and personal work ethic. Internships are offered to participants to provide real work experience and a competitive edge for job placement. Following the first cycle, a peer group of successful participants was created to serve as advisors for quality improvement and to be available to mentor other participants.

Through innovative recruitment methods using Vocational Rehabilitation, veterans groups and the business community, TechReach has served a variety of at-risk groups. The fourth training cycle was composed totally of persons with hearing impairments. The curriculum was translated into American Sign Language and interpreters were hired to facilitate class instruction. The fifth cycle of training is targeting veterans with the assistance of the Department of Veterans Affairs.

**The End Point:** To date, 4 cycles of training, serving 48 persons, have been completed. During Cycle 1, 14 persons were trained and placed. For the first 4 cycles, there has been a 100 percent placement rate of 48 persons with a 93 percent retention rate. In addition, due to the success of the initiative, Honeywell has transferred all of its recruitment and certification activities to Manpower.

**For more information, contact:**

**Mr. Adam L. Shandrow, Regional Program Manager**

7750 Center Avenue, Suite 290  
Huntington Beach, CA 92647

T: (800) 842-0541

F: (928) 597-5394

E-mail: adam.shandrow@manpower.com

**Mr. Jeff Parker, Regional Director, Manpower**

4100 Osuna NE, Suite 102  
Albuquerque, NM 87109

T: (505) 998-6200

F: (505) 998-6225

E-mail: jeff@manpower-nm.com



# Honeywell





## *e<sup>3</sup> Partnerships*

### HONORABLE MENTION

#### MARION TECHNICAL INSTITUTE – OCALA, FL

*“Collaboration leads to successful solution of economic dilemma.”*

**The Destination:** Ocala, FL was ranked #13 in a 2003-04 national study of the overall economic performance of cities. The combination of a booming economy with a low unemployment rate, but a mismatch in the skills needed and the skills available, created an economic dilemma for this small town. The destination was a way to train and retrain persons for the high skill jobs in the area.

**The Directions:** Education, economic development and the employment agencies, and most importantly employers in Ocala joined together to address the skills mismatch. The solution was the creation of a state-of-the-art vocational school to address the 5 growth industries for the area. The new school, Marion Technical Institute, offered extended hours, flexible scheduling, dual enrollment in vocational school and a four-year college, and on-line learning thereby increasing the opportunities for many to receive the education.

**The End Point:** The school's opening enrollment was 300, surpassing the goal of 180. To date, 43 students have been enrolled in both vocational and 4-year colleges, 43 students have been certified and placed in paid internships with wages ranging from \$6.00 to \$11.00 per hour. Another 40 students are preparing to take certification examinations. Two hundred persons have taken certification tests in OSHA, A+, Cisco IT, Cisco Hardware and Safe Serve and a total of 171 certifications has been granted.

**For more information, contact:**

**Mr. Thomas E. Skinner, Jr., Executive Director**  
CLM Workforce Connection, Suite 205  
Ocala, FL 34474  
T: (352) 873-7947  
F: (352) 873-7911  
E-mail: tskinner@clmworkforce.com

**Ms. Kathleen L. Woodring**  
3003 SW College Road, Suite 205  
Ocala, FL 34474  
T: (352) 873-7939  
F: (352) 873-7911  
E-mail: kwoodring@clmworkforce.com



### HONORABLE MENTION

#### PIERCE COUNTY CONSTRUCTION COUNCIL – TACOMA, WA

*“Education and work: helping youth to turn their lives around.”*

**The Destination:** Having addressed the need for more and better trained healthcare workers, the Tacoma-Pierce Workforce Investment Board turned its attention to another high-growth area with insufficient workers. The area was Construction trades and the goal again was to increase the number of skilled workers in this occupational area.

**The Directions:** The partnership involving the construction industry, secondary education, community and technical colleges, universities, labor, industry associations and the One Stop Centers successfully implemented a regional strategy to address the needs of the construction industry. The strategies included: awareness and promotion of the construction trades to high school students, establishment of pre-apprentice and apprenticeship programs, conduct of construction trade summer camps for middle and high school students, creation of associate level degrees in construction management, provision of scholarships to graduating seniors, and industry-specific training for incumbent workers.

These innovative approaches resulted in: increased training capacity in K-12 and post-secondary systems; career guidance, financial assistance and skills and wage progression for incumbent workers seeking advancement in construction careers; replication of Washington State's Best Practice high school pre-apprenticeship model; implementation of Math Camp for K-12 instructors; local and regional coordination of construction industry awareness campaigns; and establishment of a scholarship and mentoring program for graduating high school seniors pursuing construction careers.

**The End Point:** More than 200 high school students have participated in construction career pathway programs; 90 percent of these high-school youth have completed pre-apprenticeship programs; 75 percent have transitioned into apprenticeship programs; and 22 scholarships were awarded to graduating seniors in 2005; and 25 scholarships are expected to be awarded in 2006.

**For more information, contact:**

**Ms. Linda Nguyen, Manager**  
Tacoma-Pierce County WIB  
3650 South Cedar Street  
Tacoma, WA 98409  
T: (253) 591-5810  
F: (253) 594-7932  
E-mail: lnguyen@pic.tacoma.wa.us

**Mr. Colin Conant**  
3650 South Cedar Street  
Tacoma, WA 98409  
T: (253) 594-7972  
F: (253) 594-7932  
E-mail: cconant@pic.tacoma.wa.us



## *e<sup>3</sup> Partnerships*

### HONORABLE MENTION

#### UPGRADING THE NATION'S AUTOMOTIVE PROGRAMS – KENOSHA, WI

*“Preparing today’s workers to service the cars of tomorrow.”*

**The Destination:** Current labor market statistics report that employment for automotive service technicians and mechanics will increase between 10 and 20 percent through 2012. The current demand for such workers already far exceeds the supply. Using this information, Gateway Technical College and its industry partners and employers, collaborated to accelerate and upgrade automotive training programs and certifications in the United States.

**The Directions:** Through the use of Internet technology, on-line training certifications are made convenient and accessible to instructors throughout the country. This project combines nationally recognized certification with interactive web-based training, a web-based tutorial, a pilot demonstration for paperless delivery, and a third party evaluation team to monitor progress of participants around the nation and ensure that partners are achieving their goals. To date, 1065 instructors have accessed 4044 automotive training modules in all but three of the 50 States. All States are targeted to have access to this training in the future.

**The End Point:** The project planned to serve 500 secondary and post-secondary instructors. It has served 877 instructors. The Department of Labor’s Job Corps program is expected to certify all Job Corps Centers that offer Automotive Technical training using this process. This initiative has been successful in developing a web-based tutorial for automotive instructors seeking certification by two nationally recognized certification entities.

**For more information, contact:**

**Mr. Bryan D. Albrecht, President**  
Gateway Technical College  
3520 30<sup>th</sup> Avenue  
Kenosha, WI 53144  
T: (262) 564-3610  
E-mail: albrechtb@gtc.edu

**Ms. Julie A. Thompson**  
3520 30<sup>th</sup> Avenue  
Kenosha, WI 53144  
T: (262) 564-2306  
E-mail: thompsonj@gtc.edu



**Snap-on**

**Melior**



*The*  
**Foundation**  
of the Wisconsin  
Automobile & Truck Dealers





## ACKNOWLEDGEMENTS

Assistant Secretary Emily Stover DeRocco, on behalf of the entire Employment & Training Administration (ETA), would like to thank the 2006 Recognition of Excellence (ROE) Team for its competent leadership of the 3rd annual Recognition of Excellence. The ROE Team joins Assistant Secretary DeRocco in acknowledging the many ETA employees and other volunteers who contributed their time, expertise and ideas to the successful execution of this initiative.

The ROE initiative with its many components could not have been completed without the capable and dedicated work of the ROE Team under the direction of the Office of Policy Development and Research (OPDR). The 2006 ROE Team and assistants including: Gloribel Nieves-Cartagena (lead/OPDR), Etta Williams (co-lead/TATC), staff from ETA National Offices including: Office of Policy Development and Research (OPDR); Office of Workforce Investment (OWI); Office of Apprenticeship Training, Employer and Labor Services (ATELS); staff from the ETA Regional Offices including: San Francisco, Atlanta, Chicago, Dallas and Philadelphia; Allen Norfleet, Jr. (OPDR Summer Intern); and other staff from TATC Consulting. We wish to recognize Kavitha Sekar and staff from the Office of Performance and Technology for their continuing enhancement and support of the automated application process. We also wish to acknowledge the support of the Office of Regional Operations, the Office of Financial Management and the Workforce Innovations 2006 staff. Finally, we thank the representatives of the workforce investment system stakeholders such as: the National Governors Association (NGA), National Association of Counties (NACo), and the United States Conference of Mayors (USCM), who continue to share their time and skills in helping us review and rate the ROE applications. To all persons, named and unnamed, who contributed in any way to the success of the 2006 Recognition of Excellence, we extend our sincere THANKS!

# RECOGNITION OF EXCELLENCE 2006

## CONFERENCE HIGHLIGHTS

### WINNER ANNOUNCEMENTS

Winners will be announced and will receive commemorative trophies during Workforce Innovations 2006 plenary sessions.

Grab a soda, coffee and a cookie and learn more about our recognized projects in an informal setting during our “Quick Takes” sessions on Wednesday morning.

### HONORABLE MENTION ANNOUNCEMENTS

Assistant Secretary Emily Stover DeRocco will present commemorative plaques to the honorable mention recipients in the Global Crossroads at Recognition of Excellence Park on Tuesday, July 11, 2006 at 5:30 P.M.

RECOGNITION OF EXCELLENCE ANNOUNCEMENT	CATEGORY	HONORED PROJECT	NEW IN ROE 2006
<b>WINNER</b> Opening Plenary <i>“Innovate to Compete”</i> July 11 – 1:30-3:00 P.M.	<b>Recognizing Special Populations in the Workforce</b>	<i>Project Empowerment Plus (PE+)</i> D.C. Department of Employment Services Washington, DC	
<b>WINNER</b> 2 <sup>nd</sup> Plenary <i>“Compete: A Business Perspective”</i> July 12 – 9:00 A.M.	<b>e<sup>3</sup> Partnerships</b>	<i>TechReach – Albuquerque</i> Manpower Albuquerque, NM	<b><u>NEW</u></b> <b>QUICK TAKES</b> with all ROE winners <b>Wednesday, July 12</b> <b>3:15 PM to 3:45 PM</b>
<b>WINNER</b> 3 <sup>rd</sup> Plenary <i>“Open Roads Open Minds: An Exploration of Creative Problem Solving”</i> July 12 – 4:00 P.M.	<b>Serving Out-of-School Youth</b>	<i>Youth Achievement Program (YAP)</i> DeKalb County Juvenile Court Decatur, GA	
<b>WINNERS</b> 4 <sup>th</sup> Plenary <i>“Educate to Compete”</i> July 13 – 10:15 A.M.	<b>Educating America’s 21<sup>st</sup> Century Workforce</b>  .....  <b>Building an Industry/Business-Driven Workforce Investment System</b>	<i>Ohio University-Chillicothe/Berger Collaborative Nursing Outreach Program</i> Berger Health System Circleville, OH ..... <i>Regional Nurse Support (RNS)</i> Sacramento Employment and Training Agency Sacramento, CA	<b><u>NEW</u></b> <b>FACES OF SUCCESS</b> (See and hear participants from ROE winning programs) <b>Thursday, July 13</b> <b>12:15 PM to 1:15 PM</b>

*For more details about our ROE events at Workforce Innovations, see the Workforce Innovations Program Book.*





U.S. Department of Labor  
Employment and Training Administration